

# CALA Quarterly Email Review *Q4 2023*

20 February 2024

MARRIOTT  
**BONVOY**<sup>®</sup>



ZADUN, A RITZ-CARLTON RESERVE, LOS CABOS, MEXICO

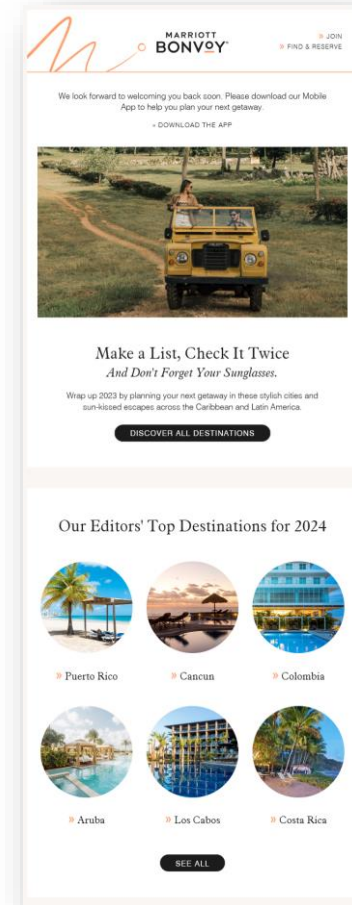


# Meeting Agenda

1. Q4 2023 Performance Summary
2. Quarterly Campaign Highlights
  - Destination Solo
  - Global Local Campaigns
  - METTs
3. Q4 2023 Optimizations
4. Learning Agenda Updates
5. Actionable Insights

# Key Storylines

- 18.9M email deliveries were tracked in Q4 2023, generating over 770 bookings and \$451K in email attributed revenue.
- Ongoing data delays impacted email tracking and performance in 2023; active recovery of global local email data and issue resolutions are still underway.
- Q4 delivery and click declines were impacted by lower volumes from select campaign types: METTs, Promo, MAU, Partner and Info categories.
- Overall, campaigns generated a 0.6% CTR. While this is down -0.24 pts., campaigns like Dec Destination Solo (0.66%) and the global local, Nov R+B (0.9%) had higher engagement rates for the quarter:
  - In Dec Destination Solo, 'Our Editor's Top Destinations for 2024' accounted for 51.8% of total clicks providing a boost in engagement for the quarter.
- Destination Solo volumes increased MoM as targeting criteria evolved to include specific CALA markets, all CALA markets, and including Brazil in Dec.
- Q4 introduced new solo featuring RAPPI Prime partnership. The educational solo explains program benefits of linking the app to earn points on food delivery and booking through the RAPPI App.
- Unsub rates remain stable, 0.04 pts improvement from prior quarter.
- Q4 financials were understated due to data delays and having to use PCM data for global local campaigns that does not include booking data. In addition, METT financials were also understated due to the data issues.



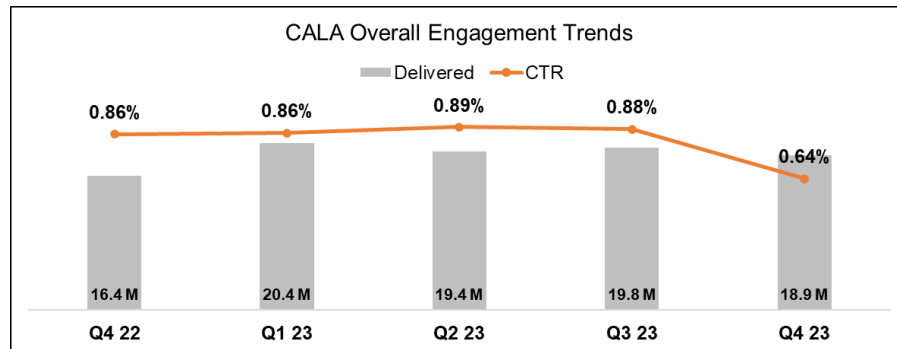
# Overall Performance Summary

# Quarterly Performance Overview

Q4 2023

		Q4 '23	QoQ	YoY
Engagement	Delivered	18.9 M	-4.3% -848.4 K	+15.5% +2.5 M
	Clicks	121.4 K	-30.5% -53.2 K	-13.8% -19.4 K
	CTR	0.6%	-0.24 pts.	-0.22 pts.
	Unsub%	0.20%	-0.04 pts.	+0.03 pts.
Financials	Bookings	775	-28.4% -308	-14.6% -132
	Room Nights	2.5 K	-19.7% -605	-4.7% -123
	Revenue	\$451.8 K	-19.7% -\$111.1 K	-8.2% -\$40.2 K
	Conv%	0.64%	+0.02 pts.	-0.01 pts.

*\*PCM reporting from Epsilon used for Q4 Loyalty, Silk and Off-folio while waiting for full reporting from Data Teams; PCM reporting does not include financial data.*



MBV Q4 '23 benchmark: 0.71% CTR; 0.29% Unsub Rate

- Data delays impacted performance counts & engagement rate comparisons
- Delivery and click declines were impacted by lower volumes that were accounted for in METTs, Promo, MAU, Partner and Info categories.
  - Lower average monthly volumes in Oct (-33%) & Dec (-85%) METTs
  - Deliveries -10.5% QoQ in Promo category with Q3 Points Promo and ATM Reg/Non-Reg largest contributors in fluctuation.
  - Info category volume, -70% QoQ with Q3's Project Max's launch
  - 20% drop in Partner category, data unavailable at time of reporting
- Unsub rates stable, below MBV unsub Q4 average (0.29%).
- Q4 financials are understated in using PCM data for Loyalty, Project Silk and Off-folio campaigns. In addition, METT financials are understated due to tracking issues.

# Quarterly Engagement Goals

Q4 2023

- Both Destination Solo and METT campaigns arrived below engagement goals during Q4.
- Destination Solo down 0.5 pts. in both overall and CALA engagement goals.
- Oct and Nov METT generated lower CTRs. Both Nov MexFestive campaigns generated CTRs < 0.25%.
- Recalibrate engagement goals in 2024 for Destination Solo and METTs engagement.

CTR Goals	Q4 '23	Goal	Q4 '23 vs Goal
Destination Solo	0.6%	1.1%	-0.5 pts.
Destination Solo (CALA only)	0.5%	1.0%	-0.5 pts.
METT	0.7%	1.0%	-0.3 pts.
METT (CALA only)	0.5%	1.0%	-0.5 pts.



# Campaign Engagement Goals

2024 Strategic Goals

Development of engagement goals support primary KPI:

***Proposed Dest. Solo CTR Goal: 1.0%***

Current Goal: 1.1%

***Proposed Dest. Solo (CALA) CTR Goal: 1.0%***

Current Goal: 1.0%

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***Proposed METT CTR Goal: 0.9%***

Current Goal: 1.0%

***Proposed METT (CALA) CTR Goal: 1.0%***

Current Goal: 1.0%

Destination Solo	Q1 '23	Q2 '23	Q3 '23	Q4 '23
Delivered	3.7 M	3.4 M	4.0 M	5.5 M
Clicks	47.9 K	35.9 K	23.7 K	33.9 K
CTR	1.3%	1.1%	0.6%	0.6%
Unsub Rate	0.19%	0.25%	0.21%	0.21%

METT	Q1 '23	Q2 '23	Q3 '23	Q4 '23
Delivered	2.3 M	3.0 M	4.2 M	2.1 M
Clicks	16.1 K	29.0 K	43.7 K	14.2 K
CTR	0.7%	1.0%	1.1%	0.7%
Unsub Rate	0.14%	0.41%	0.50%	0.34%

## Regional Email Campaign: **Destination Solo**



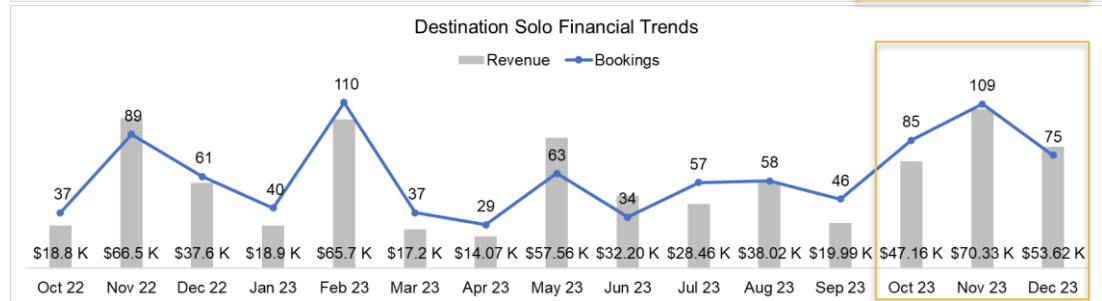
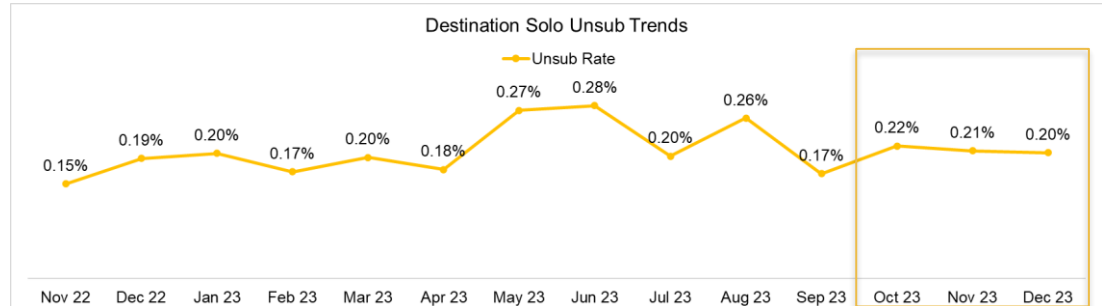
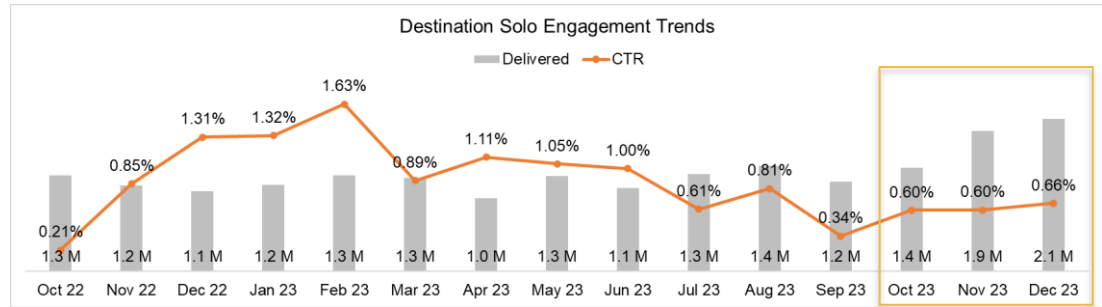
# Destination Solo: Performance Summary

Q4 2023

- Q4 volumes increased MoM with updates to targeting criteria:
  - Oct: members/non-members with Spanish lang preference; residing in Panama, Costa Rica, Colombia, Chile, Peru, El Salvador, Guatemala and Argentina
  - Nov: standard targeting plus those with CALA lux stays
  - Dec: members /non-members, language preference Portuguese, residing in Brazil
- Continue leveraging CALA markets as grouped segments to measure regional engagements.
- Unsub rates remain consistent as click engagement and deliveries increase

MBV Q4 '23 benchmark:

0.71% CTR; 0.29% Unsub Rate



# Destination Solo: Heat Map

November 2023 **Luxury/Non-Lux Versions**

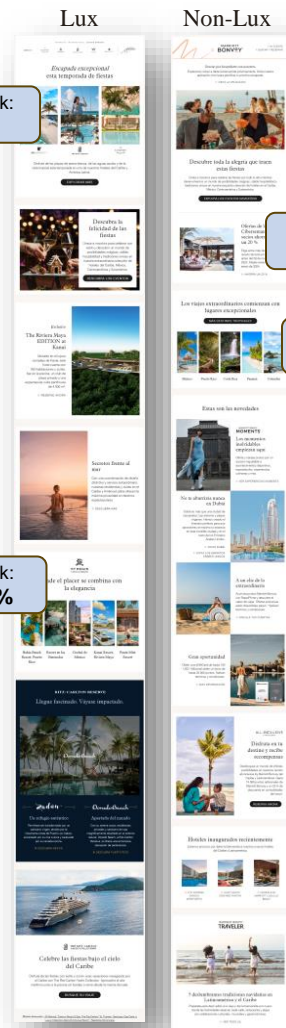
Nov 2023 Dest Solo: <b>Luxury</b>	Total
Header	17.5%
<b>Hero 3-Pack</b>	<b>28.0%</b>
Holiday Experiences	2.6%
Openings	20.1%
Residences	5.8%
<b>5-Pack</b>	<b>16.9%</b>
Ritz Reserve Evergreen	2.7%
The Ritz-Carlton Yacht Collection	3.1%
Footer	3.2%
Total # of Clicks	1,946

- Nov lux hero 3-pack generated 28% of total clicks.
- The 3-, 4-, and 5- pack module designs consistently drive higher clicks engagement except when Glo Pro is the featured hero.

Total heatmap shown as non-member lux had minimal impact to click engagement.

Nov 2023 Dest Solo: <b>Non-Luxury</b>	Member	Non-Member	Total
Header	22.6%	22.9%	22.6%
Upcoming Stay/Recent Trip	1.7%	1.2%	1.6%
Hero	10.4%	7.6%	9.8%
<b>Cyber Week</b>	<b>12.8%</b>	<b>4.4%</b>	<b>11.1%</b>
<b>5 Navigation Pack</b>	<b>24.1%</b>	<b>18.8%</b>	<b>23.0%</b>
What's Happening Near You?	3.9%	4.3%	4.0%
All-Inclusive	3.2%	2.4%	3.1%
Openings	3.3%	5.6%	3.8%
Cobrand	1.4%	1.0%	1.3%
Traveler	1.7%	2.2%	1.8%
Mobile App	1.3%	1.9%	1.4%
Footer	13.7%	27.8%	16.5%
Total # of Clicks	14,357	3,642	17,999

- 'Cyber Week' and '5 Navigation Pack' outperformed non-lux hero.
- Test placing upcoming offers in hero v. secondary module to measure lift in click engagement.

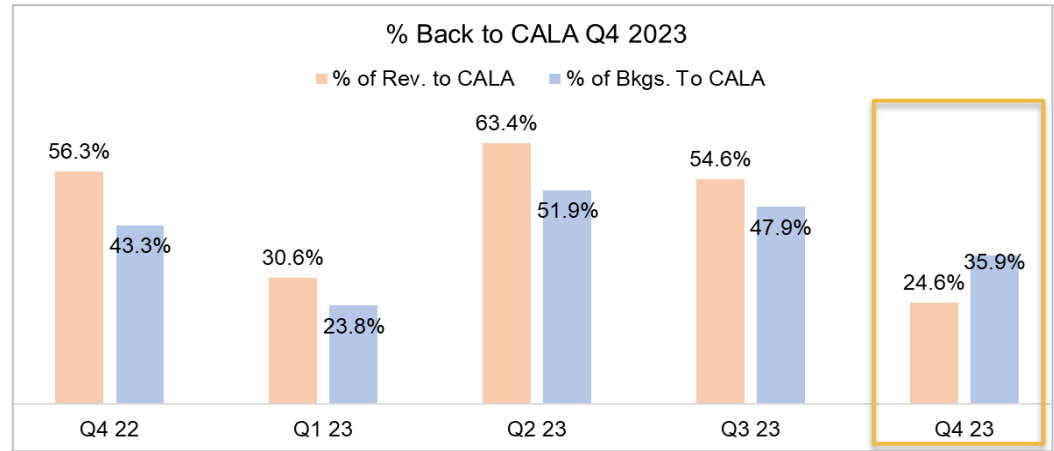
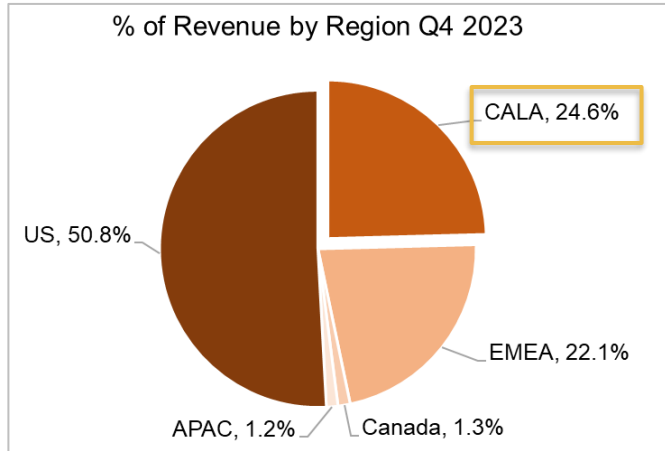


# Destinations Solo:

## CALA Financial Contribution

Q4 2023

- US had the highest % of revenue by region with 50.8%; CALA came in second at 24.6%.
- -30.0 pts contribution decrease QoQ in CALA's % of revenue contribution likely tied to targeting criteria resulting in more US audiences in CALA solo leading to potentially more US property bookings. Booking contribution also decreased by -12.0 pts.



# Destination Solo: Property Summary

Q4 2023

Sept Dest Solo



- US had the highest revenue in Q4 (50.8%); CALA second highest revenue (24.6%).
- City Express generated 26% of CALA Q4 bookings; the property led in top bookings and room nights for the region MoM.
- Continue brand features to boost CALA's % of bookings and room night contributions.
- *For example, within Sept Dest Solo, City Express +25% MoM in bookings and +19% in room nights.*



Brands by Region Q4 23	Bookings	Roomnights	Revenue	% of Rev.
CALA	97	279	\$42,514	24.6%
US	136	409	\$87,929	50.8%
EMEA	23	126	\$38,286	22.1%
Canada	7	10	\$2,163	1.3%
APAC	7	16	\$2,035	1.2%
<b>Total</b>	<b>270</b>	<b>840</b>	<b>\$172,927</b>	<b>100%</b>

Brands by Region Q4 23	Bookings	Roomnights	Revenue
<b>CALA</b>	<b>97</b>	<b>279</b>	<b>\$42,514</b>
Autograph Collection	5	18	\$10,533
MVCI	4	24	\$6,346
MHRS	10	29	\$5,763
Courtyard	15	37	\$4,546
<b>City Express</b>	<b>25</b>	<b>51</b>	<b>\$3,433</b>
Fairfield Inn	8	38	\$2,666
Sheraton	10	30	\$2,611
Tribute Portfolio	3	11	\$1,849
Le Meridien	3	10	\$1,302
Luxury Collection	2	4	\$663
AC Hotels	3	5	\$621
Westin	2	7	\$621
Edition	1	3	\$522
Design Hotels	1	1	\$430
Aloft	3	7	\$353
Four Points	2	4	\$254

# Destinations Solo: Market Performance

Q4 2023

- Mexico continues to be a top revenue-producing market representing 25.9% of total revenue in Q4.
- 'CALA English, CALA Spanish and CALA Lux' market segments generated 64% of revenue and 49% of delivered volume.
- Monitor lux markets' click activity to booking conversion activity doesn't convert into bookings and revenue outside of US lux market in Q4.

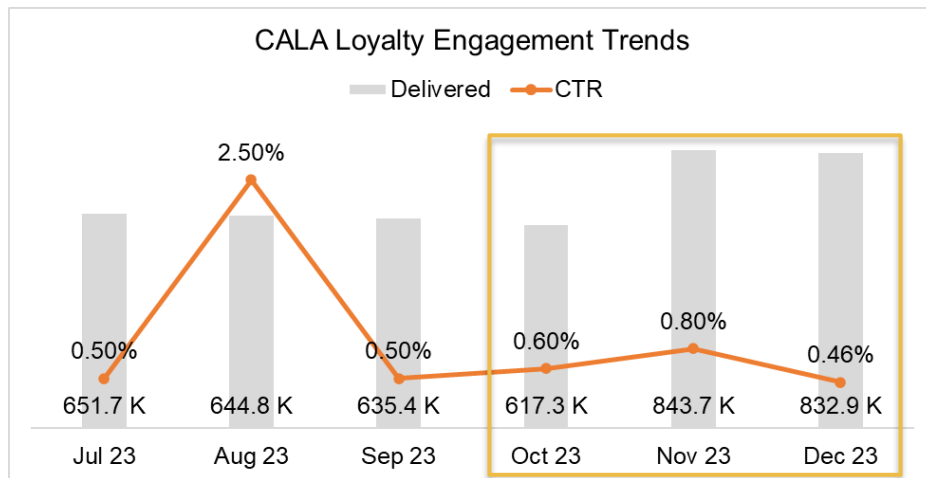
Q4 2023 Mexico Markets	Delivered	CTR	Revenue	Revenue Lift
<b>October</b>	<b>841,283</b>	<b>0.5%</b>	<b>\$30,569.91</b>	<b>+56.4%</b>
Mexico	585,374	0.4%	\$15,160.66	+29.7%
Mexico English	221,800	0.8%	\$12,586.53	+107.1%
Mexico US	34,109	0.8%	\$2,822.72	+57.9%
<b>November</b>	<b>641,617</b>	<b>0.4%</b>	<b>\$8,663.60</b>	<b>-55.4%</b>
Mexico	603,759	0.4%	\$8,663.60	+151.1%
Mexico Local Spanish Luxury	9,267	1.1%	\$0.00	0.0%
Mexico US	28,591	0.6%	\$0.00	-100.0%
<b>Dec 23</b>	<b>662,102</b>	<b>0.5%</b>	<b>\$6,826.96</b>	<b>-30.8%</b>
Mexico	633,439	0.5%	\$6,826.96	+88.0%
Mexico US	28,663	0.8%	\$0.00	-100.0%
<b>Mexico Market Total</b>	<b>2,145,002</b>	<b>0.5%</b>	<b>\$46,060.47</b>	<b>-5.7%</b>

Q4 2023 Dest Solo Markets	Delivered	Clicks	CTR	Unsub Rate	Bookings	Roomnights	Revenue	Rev/Del
<b>CALA English</b>	1,044,392	8,673	0.8%	0.15%	96	266	\$61,521	\$0.06
<b>CALA Spanish</b>	1,711,131	10,206	0.6%	0.21%	51	247	\$51,907	\$0.03
<b>Mexico</b>	1,822,572	7,994	0.4%	0.23%	64	176	\$30,651	\$0.02
<b>Mexico English</b>	221,800	1,668	0.8%	0.22%	26	64	\$12,587	\$0.06
<b>US Luxury</b>	109,736	1,264	1.2%	0.08%	9	19	\$4,431	\$0.04
<b>Mexico US</b>	91,363	659	0.7%	0.22%	5	16	\$2,823	\$0.03
<b>Dominican Republic</b>	22,454	206	0.9%	0.11%	7	19	\$2,472	\$0.11
<b>Brazil</b>	233,693	1,505	0.6%	0.32%	2	7	\$1,933	\$0.01
<b>Aruba</b>	53,141	734	1.4%	0.11%	5	6	\$801	\$0.02
<b>Grand Cayman</b>	12,545	117	0.9%	0.16%	1	2	\$100	\$0.01
<b>Mexico Local Spanish Lux</b>	9,267	101	1.1%	0.26%	0	0	\$0	\$0.00
<b>CALA Lux</b>	4,729	47	1.0%	0.11%	0	0	\$0	\$0.00
<b>Grand Total</b>	<b>5,659,214</b>	<b>35,034</b>	<b>0.6%</b>	<b>0.21%</b>	<b>285</b>	<b>866</b>	<b>\$177,894</b>	<b>\$0.03</b>

# Regional Email Campaign: **Loyalty Solo**

# Q4 CALA Loyalty Summary

- Oct included point redemption messaging within the hero.
- Nov featured all-inclusive MEO and AeroMexico; top CTR within quarter.
- Dec had City Express, Moments and Purchase Points offers.
- MoM targeting remained consistent in Q4 (active members in CALA with Spanish language preference) despite increase in deliveries. Increase likely due to lifts experienced in CALA's emailable audience.



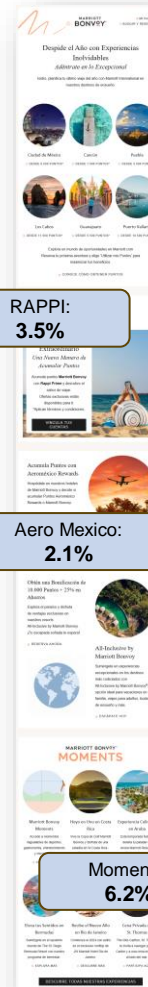
Marriott is working to load data to Contact History; PCM data used for Q4 Loyalty data.

October



Moments:  
17.0%

November



RAPPI:  
3.5%

Aero Mexico:  
2.1%

Moments:  
6.2%

December



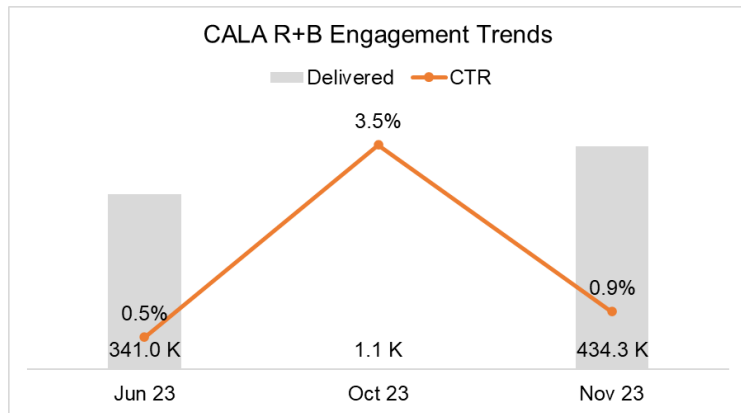
City Express:  
22.2%



## Regional Email Campaign: **R + B**

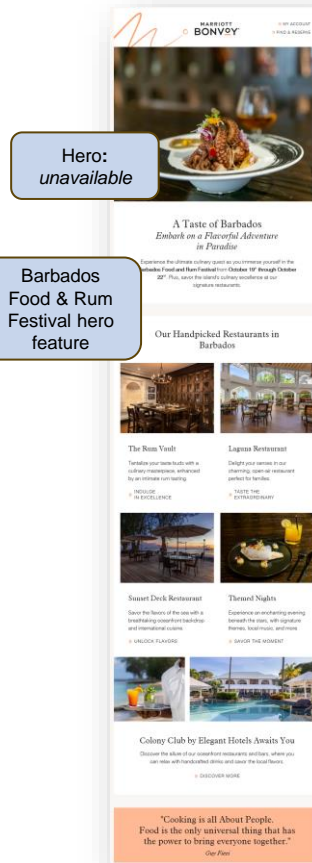
# Q4 CALA R+B Summary

- Oct featured a specific target audience of active members in Barbados with English language preferences resulting in fewer deliveries, and a more engaged audience.
- Nov targeted English and Spanish language preferences residing across 13 CALA markets.
- Differences in targeting resulted in Oct having a fraction of the deliveries and stronger CTR.
- Nov R+B Hero received 23% of total clicks followed by module 2, 18% of total clicks. The Ritz Carlton, Aruba dining experience generated the most clicks among the 3-pack holiday celebrations.



Marriott is working to load data to Contact History;  
PCM data used for Oct Off-folio. No December R+B.

October



November

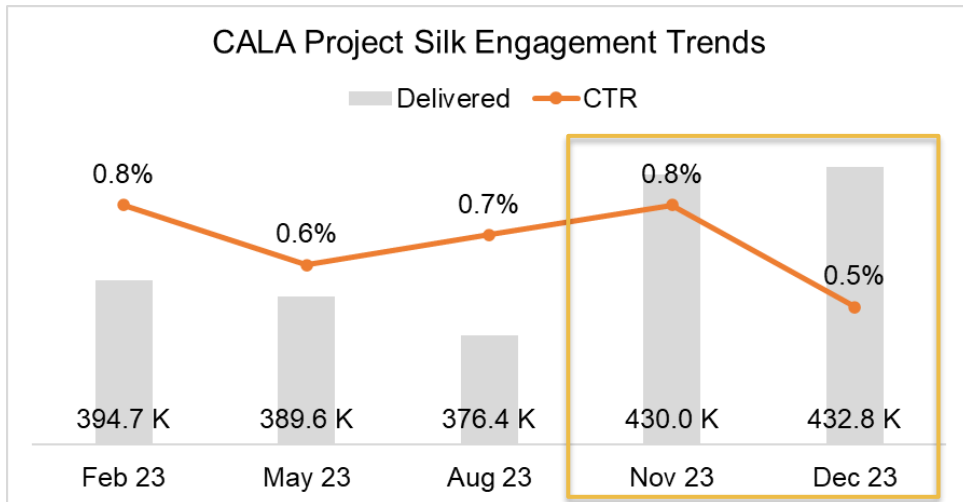


# Regional Email Campaign: **Project Silk Solo**

# Q4 CALA Project Silk Summary

- Nov and Dec featured The Project Silk Program and targeted Mexico audiences with Spanish language preference; goal of driving point activation in-region.
- While Nov Silk had more click engagement than Dec, clicks illustrate more activity in the account header for Nov.

CALA Project Silk Engagement Trends



Marriott is working to load data to Contact History; PCM data used.

November

Account/Join:  
18.1%

Find:  
6.1%

Hero  
Destinations:  
27.6%

Cobrand:  
6.5%

Social:  
3.1%

December

Account/Join:  
13.4%

Find:  
3.9%

Hero  
Destinations:  
33.6%

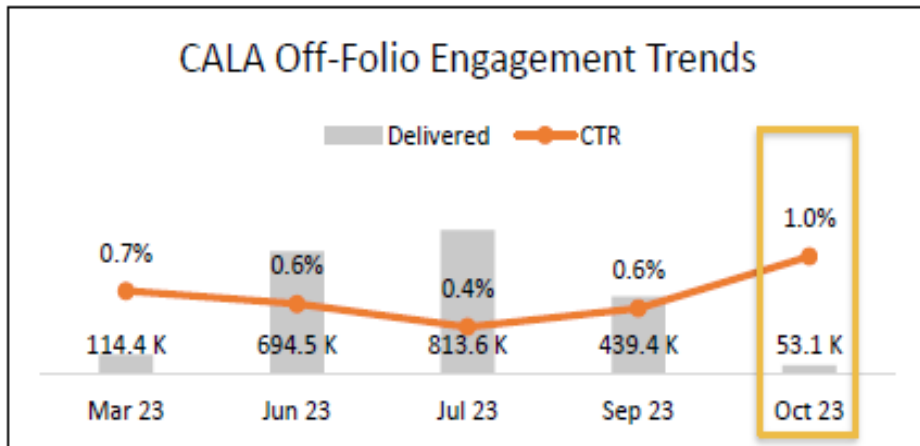
Cobrand:  
7.6%

Social:  
4.8%

## Regional Email Campaign: **Off-folio**

# Q4 CALA Off-folio Summary

- October featured earn points hero messaging, properties focused on exploration and discovery, and MBV Moments.
- Oct targeted active members within specific markets, with English language preference resulting in decreased delivery volumes.
- CTR increased with lower delivery, targeted send.



Marriott is working to load data to Contact History; PCM data used for Q4 Off-folio data. *No November-December Off-folio.*

October

Account/Join: **18.0%**

Hero: **24.0%**

App: **2.0%**

Discover New Ways to Earn Points  
In Outstanding Destinations

Discover All Our Participating Destinations

The World in the Palm of your Hands

MARRIOTT BONVOY™  
**MOMENTS**

Panama  
Mexico  
Argentina

Grand Cayman  
Bermuda  
El Salvador

# Regional Email Campaign: **RAPPI**



# Q4 CALA RAPPI Summary

- Q4 introduced new solo highlighting partnership with RAPPI Prime.
- The solo's target audience are active members with Spanish language preference in Mexico (Nov) and Colombia (Dec).
- The educational solo explains the benefits of:
  - linking the RAPPI App to earn points on food delivery
  - booking Bonvoy hotels through the RAPPI App
- Click engagement on par with local Q4 CALA campaigns:

Mail Date	Delivered	CTR
28-Nov	430,520	0.67%
14-Dec	64,788	0.58%

\* 11-Dec deployment details currently unavailable in PCM

- Recommend developing dynamic versioning for those enrolled in RAPPI (Earn Now), not enrolled (Link Account) and non-members (Join + Link) (as seen in targeting for Eat Around Town solos) to ensure calls to action are relevant to audiences. Also supports ongoing awareness around the partnership.

November



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Extraordinario

Acumula puntos Marriott Bonvoy® con Rappi Prime y descubre el sabor de viajar.

Si ya eres usuario de Rappi, regístrate con Rappi Prime y vincula tus cuentas. Comienza a acumular puntos en tus pedidos diarios.

- 2 puntos Marriott Bonvoy por cada \$1 USD\* gastado para pedidos mayores de \$25 USD
- 3 puntos Marriott Bonvoy por cada \$1 USD\* gastado para pedidos mayores de \$25 USD, cuando te hospedes en un hotel Marriott Bonvoy y realices pedidos.

Hero:  
19.7%

VINCULAR CUENTAS

¿Cómo Vincular tus Cuentas?

Te decimos paso a paso cómo hacerlo



1. Asegúrate de tener toda la información de Marriott Bonvoy.
2. Si no eres socio de Rappi Prime, descárgalo ahora.
3. Haz clic en "Más servicios".
4. Selecciona "Rappi" y después "Marriott Bonvoy".
5. Haz clic en "Vincular tu Cuenta".
6. Inicia Sesión en Marriott Bonvoy y espera la confirmación de que tus cuentas han sido vinculadas.
7. ¡Listo! Ya puedes acumular puntos con tus pedidos en Rappi Prime. (Mínimo \$25 USD)

December



MARRIOTT  
BONVOY

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# METT Emails

# METT: Q4 Performance Summary

		Q4 23	QoQ	YoY
Engagement	Delivered	2.1 M	-49.7% -2066.3 K	+1.1% +22.5 K
	Clicks	14.2 K	-67.5% -29.5 K	-20.5% -3.7 K
	CTR	0.68%	-0.4 pts.	-0.2 pts.
	Unsub%	0.34%	-0.16 pts.	+0.26 pts.
Financials	Bookings	18	-93.6% -265	-78.3% -65
	Room Nights	42	-94.4% -702	-80.2% -170
	Revenue	\$8.7 K	-95.6% -\$189.6 K	-84.3% -\$46.6 K
	Conv%	0.13%	-0.52 pts.	-0.34 pts.
% to CALA Properties	Revenue	44.3%	-7.9 pts.	-10.0 pts.
	Bookings	22.2%	-5.6 pts.	-7.0 pts.

- Q4 METT volume down 49.7% QoQ with less sends and deliveries in Oct and Dec. Nov accounted for a majority of the Q4 METTs delivered volume.
- Lower unsub rates experienced in Q4; MexFestive sends remained at 0.05%
- Tracking for METTs financials are understated in Q4 resulting in bookings, room nights, revenue and conversions down YoY and QoQ.

METT	Delivered	Clicks	CTR	Unsub Rate	Bookings	Revenue	Rev/Del
Jul	1.5 M	20.5 K	1.30%	0.53%	111	\$77.7 K	\$0.05
Aug	1.2 M	11.4 K	0.90%	0.55%	84	\$48.0 K	\$0.04
Sept	1.4 M	11.8 K	0.80%	0.43%	88	\$72.6 K	\$0.05
Oct	501 K	3.2 K	0.64%	0.25%	12	\$4,788	\$0.01
Nov	1.2 M	6.9 K	0.56%	0.33%	0	\$0	\$0.00
Dec	363.9 K	4.1 K	1.13%	0.48%	6	\$3,898	\$0.01

# METT: Q4 Performance Summary

Q4 2023

## October Top Performer

LuxMex English continues to be a high engagement send with a 1.42% CTR

Campaign Name	Sent	Delivered	Bounced	Bounce Rate	Clicks	CTR	Unsub Rate	Bookings	Revenue	Rev/Delv	% of Rev to CALA
CALA_TRC_03Nov2023-Eng	183.2 K	179.6 K	3.6 K	1.96%	1.5 K	0.86%	0.52%	0	\$0	\$0.00	
CALA_SJO_GolfCup_10Nov2023-Spa	140.6 K	138.9 K	1.7 K	1.23%	400	0.29%	0.29%	0	\$0	\$0.00	
CALA_Mex_Festive_10Nov2023-Eng	131.5 K	131.0 K	498	0.38%	145	0.11%	0.23%	0	\$0	\$0.00	
CALA_Mex_Festive_17Nov2023-Eng	130.7 K	130.1 K	616	0.47%	304	0.23%	0.05%	0	\$0	\$0.00	
CALA_Car_Lux_1Dec2023-Eng	129.3 K	127.3 K	2.0 K	1.53%	486	0.38%	0.66%	0	\$0	\$0.00	
CALA_Festive_Eng_2023Oct27	123.6 K	123.4 K	232	0.19%	297	0.24%	0.05%	0	\$0	\$0.00	
CALA_XR_10Nov2023-Eng	118.0 K	115.8 K	2.2 K	1.86%	419	0.36%	0.82%	0	\$0	\$0.00	
CALA_LuxMex_Festive_Eng_2023Oct27	108.7 K	108.5 K	206	0.19%	1.5 K	1.42%	0.05%	0	\$0	\$0.00	
CALA_CASA_Spa_2023Oct6	106.5 K	103.3 K	3.2 K	3.02%	713	0.69%	0.42%	8	\$2.3 K	\$0.02	32.1%
CALA_Car_Eng_2023Nov3	96.6 K	96.4 K	168	0.17%	713	0.74%	0.05%	0	\$0	\$0.00	
CALA_Mex_Lux_10Nov2023-Eng	95.3 K	95.1 K	195	0.20%	376	0.40%	0.23%	0	\$0	\$0.00	
CALA_Openings_22Nov2023-Spa	97.7 K	92.1 K	5.6 K	5.75%	620	0.67%	0.25%	0	\$0	\$0.00	
CALA_Aruba_22Dec2023-Eng	88.0 K	87.2 K	830	0.94%	1.2 K	1.40%	0.16%	6	\$3.9 K	\$0.04	79.7%
CALA_Brasil_22Nov2023-Por	75.5 K	73.3 K	2.2 K	2.93%	216	0.29%	0.39%	0	\$0	\$0.00	
CALA_STTWI_22Nov2023-Eng	72.5 K	72.2 K	320	0.44%	249	0.35%	0.29%	0	\$0	\$0.00	
CALA_AI_US_2023Oct6	61.1 K	60.1 K	1.1 K	1.73%	201	0.33%	0.91%	1	\$663	\$0.01	
CALA_CASA2_SPA_2023Oct20	53.1 K	52.1 K	1.1 K	2.06%	176	0.34%	0.20%	2	\$814	\$0.02	
CALA_CASA2_SPA_2023Nov10	49.6 K	48.7 K	885	1.79%	146	0.30%	0.23%	0	\$0	\$0.00	
CALA_AI_UK_2023Oct6	40.4 K	40.3 K	87	0.22%	186	0.46%	0.16%	1	\$1.0 K	\$0.02	
CALA_PVRDE_1Dec2023-Eng	38.7 K	38.6 K	179	0.46%	820	2.13%	0.23%	0	\$0	\$0.00	
CALA_CURPB_22Dec2023-Eng	33.1 K	30.0 K	3.1 K	9.41%	544	1.81%	1.05%	0	\$0	\$0.00	
CALA_Mex_LC_22Nov2023-Eng	29.4 K	26.4 K	3.0 K	10.14%	1.5 K	5.67%	0.42%	0	\$0	\$0.00	
CALA_SAPAL_8Dec2023-Spa	23.1 K	22.7 K	421	1.82%	193	0.85%	0.59%	0	\$0	\$0.00	
CALA_SJDL_1Dec2023-Spa	21.3 K	21.1 K	227	1.06%	558	2.64%	0.42%	0	\$0	\$0.00	
CALA_SJUDO_8Dec2023-Eng	20.2 K	20.0 K	151	0.75%	129	0.64%	0.46%	0	\$0	\$0.00	
CALA_SJOY_1Dec2023-Spa	17.2 K	17.1 K	147	0.85%	171	1.00%	0.31%	0	\$0	\$0.00	
CALA_Mex_Spa_2023Oct27	13.5 K	13.4 K	60	0.45%	67	0.50%	0.07%	0	\$0	\$0.00	
CALA_SJDZR_22Nov2023-Eng	12.5 K	12.4 K	119	0.95%	108	0.87%	0.39%	0	\$0	\$0.00	
CALA_MX_BF_17Nov2023-Spa	11.5 K	11.5 K	11	0.10%	52	0.45%	0.55%	0	\$0	\$0.00	
CALA_Mex_Lux_17Nov2023-Eng	2.5 K	2.5 K	0	0.00%	105	4.27%	3.91%	0	\$0	\$0.00	
<b>Grand Total</b>	<b>2.1 M</b>	<b>2.1 M</b>	<b>34.1 K</b>	<b>1.61%</b>	<b>14.2 K</b>	<b>0.68%</b>	<b>0.34%</b>	<b>18</b>	<b>\$8.7 K</b>	<b>\$0.00</b>	<b>44.3%</b>

## December Top Performer

The Cancun-based hero within CALA\_Mex\_LC helped generated the 2.64% CTR

## November Top Performer

CALA\_Mex\_LC generated the highest CTR in Q4 with a 5.67% CTR

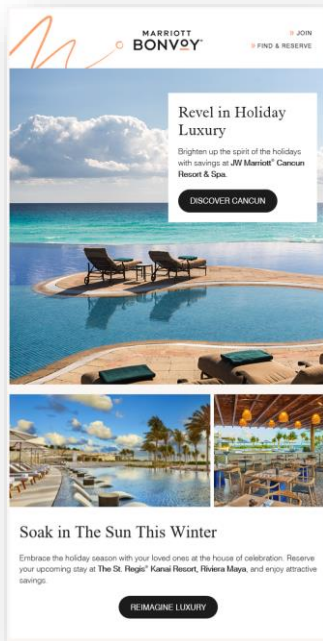


# METT: Q4 Top Performers

## CALA\_LuxMex\_Festive\_Eng\_2023Oct27

Deliv: 108.5K

CTR: 1.42%



**SL:** Unwrap the Magic of This Holiday Season in Mexico

## CALA\_Mex\_LC\_22Nov2023-Eng

Deliv: 26.4K

CTR: 5.67%



**SL:** Your Unforgettable Escape Awaits in Mexico

## CALA\_SJDLC\_1Dec2023-Spa

Deliv: 21.1K

CTR: 2.64%



**SL:** Lujo entre dunas: Descubre Los Cabos y Dubai

# Q4 2023 Optimizations + Learning Agenda Updates

# Destinations Solo: RTI Subject Line Results

Q4 2023

- **English:**

- Personalization, Timely outperformed all other tags in Q4 2023 with a +45% lift over baseline and driving a 25% open rate.
- Monitor the Personalization, Short tag (-36% lift and 10% open rate) for English speakers as this was a lower performing tag.

**Example SL (Personalization, Timely):**

[Fname, ]Time is Running Out! Earn 1,500 Bonus Points

- **Spanish:**

- Personalization, Timely also outperformed other tags for the Spanish Language in Q4 2023 with a +47% lift over Baseline (17% open rate)
- Personalization, FOMO, Emoji was the second highest performing tag with a +43% lift and driving a 22% open rate
- Monitor lower performing tags such as Personalization Direct (-20% lift) and Personalization, Short (-11% lift)

**Example SL (Personalization, FOMO, Emoji):**

⌚ ¡No te lo pierdas! Encuentra ofertas exclusivas solo para socios en el interior...

- **Luxury English & Spanish:**

- Personalization, Authority tag was the top performer for Luxury Spanish and English with a +65% lift and a 31% open rate, respectively
- Personalization, Direct and Personalization, Intrigue tags are lower performing which aligns with other luxury communications.
- Using elevated language for Luxury Subject lines (Idyllic, Exceptional, Secluded) may help increase engagement within luxury segments.
- Using higher performing tags within other luxury communications (such as Listicle) may help drive engagement within luxury segments.

**Example SL (Personalization, Authority):**

[Fname, ] Your Guide to Holiday the Perfect Winter Escape

\*Tags are grouped for this analysis



# Destinations

## Solo: RTI Subject Line Results

### Q4 2023

Month	Language	Subject Line	Tags	Delivered	Opens	Open Rate	Lift vs. Baseline
Oct '23	English	[Fname, ]Time is Running Out! Earn 1,500 Bonus Points	Personalization, Timely	39,566	9,973	25.2%	+45.4%
		[Fname, ]Your Guide to Earning 1,500 Bonus Points Inside	Personalization, Authority	30,088	7,266	24.1%	+40.8%
		[Fname, ]Earn Free Nights Faster	Personalization, Direct	89,273	10,459	11.7%	-32.4%
	CALA Spanish	[Fname, ]Tu guía para ganar 1.500 puntos adicionales en el interior	Personalization, Authority	44,175	13,813	31.3%	+63.9%
		[Fname, ]¡El tiempo se acaba! Obtén 1.500 puntos adicionales	Personalization, Timely	79,183	14,053	17.7%	-7.3%
		[Fname, ]Gana noches gratis más rápido	Personalization, Direct	100,542	15,553	15.5%	-20.7%
	Mexico Spanish	[Fname, ]Tu guía para ganar 1.500 puntos adicionales en el interior	Personalization, Authority	23,912	4,900	20.5%	+218.3%
		[Fname, ]¡El tiempo se acaba! Obtén 1.500 puntos adicionales	Personalization, Timely	32,880	5,237	15.9%	+153.0%
		[Fname, ]Gana noches gratis más rápido	Personalization, Direct	252,526	9,635	3.8%	-40.4%
Nov '23	English	[Fname, ]Your Guide to Escaping the Holidays	Personalization, Authority	72,926	12,867	17.6%	+10.0%
		[Fname, ]Feel the Joy at Our Hotels This Holiday	Personalization, Direct	86,838	14,954	17.2%	+6.4%
		[Fname, ]Cyber Week Deals Inside	Personalization, Direct	101,269	14,797	14.6%	-12.6%
	Luxury English	[Fname, ] Your Guide to Holiday the Perfect Winter Escape	Personalization, Authority	11,961	3,750	31.4%	+70.3%
		[Fname, ]Here are The Perfect Places to Escape This Holiday	Personalization, Intrigue	17,941	2,966	16.5%	-8.7%
		[Fname, ]Feel the Joy at Our Resorts This Holiday	Personalization, Direct	27,597	3,716	13.5%	-26.2%
	CALA Spanish	[Fname, ]Encuentra tu guía para ganar 1.500 puntos adicionales en el interior	Personalization, Direct	85,475	17,446	20.4%	+20.0%
		[Fname, ]¡El tiempo se acaba! Obtén 1.500 puntos adicionales	Personalization, Authority	76,229	14,663	19.2%	+12.1%
		[Fname, ]Gana noches gratis más rápido	Personalization, Direct	152,789	21,903	14.3%	-18.3%
	Mexico Spanish	[Fname, ]Encuentra tu guía para ganar 1.500 puntos adicionales en el interior	Personalization, Direct	78,675	4,453	5.7%	+32.4%
		[Fname, ]¡El tiempo se acaba! Obtén 1.500 puntos adicionales	Personalization, Authority	112,414	4,410	3.9%	-8.3%
		[Fname, ]Gana noches gratis más rápido	Personalization, Direct	129,156	5,197	4.0%	-9.9%
	Luxury Spanish	[Fname, ]su guía para escaparse en las fiestas	Personalization, Authority	1,451	373	25.7%	+17.1%
		[Fname, ]en estas fiestas, sienta la alegría en nuestros hoteles	Personalization, Intrigue	1,731	339	19.6%	-12.4%
		[Fname, ]ofertas de la cyber semana	Personalization, Direct	1,412	254	18.0%	-14.7%
Dec '23	English	[Fname, ] Ring in the New Year at These [X] Hotels	Personalization, Direct	72,883	14,879	20.4%	+31.4%
		Don't Miss Out! Member-Only Offers Inside ...	Personalization, FOMO, Emoji	76,727	15,286	19.9%	+25.7%
		[Fname, ] New Year, New Hotels.	Personalization, Short	113,298	11,270	9.9%	-36.1%
	Spanish	🎉 ¡No te lo pierdas! Encuentra ofertas exclusivas solo para socios en el interior...	Personalization, FOMO, Emoji	98,850	19,430	19.7%	+23.3%
		[Fname, ] Año Nuevo, hoteles nuevos.	Personalization, Short	114,671	19,761	17.2%	+1.4%
		[Fname, ] recibe el Año Nuevo en estos [X] hoteles	Personalization, Direct	106,946	14,216	13.3%	-22.2%
	Spanish	🎉 ¡No te lo pierdas! Encuentra ofertas exclusivas solo para socios en el interior...	Personalization, FOMO, Emoji	89,284	21,262	23.8%	+65.7%
		[Fname, ] Año Nuevo, hoteles nuevos.	Personalization, Short	136,260	16,074	11.8%	-21.8%
		[Fname, ] recibe el Año Nuevo en estos [X] hoteles	Personalization, Direct	109,086	13,005	11.9%	-22.6%
	Portuguese	🎉 Não perca! Ofertas exclusivas para sócios ...	Personalization, FOMO, Emoji	34,989	6,374	18.2%	+34.1%
		[Fname, ] Ano Novo, hotéis novos.	Personalization, Short	36,444	5,211	14.3%	+2.0%
		[Fname, ] dê as boas-vindas ao Ano Novo nestes [X] hotéis	Personalization, Direct	46,217	4,938	10.7%	-26.1%

# Learning Agenda

Q4 2023

Category	Business Objectives	Key Questions	Test/Optimization Opportunity	Actions Taken
Email Performance	- Increase CALA attributed revenue	- How can we improve performance by leveraging additional customer data & insights?	- Expand SL and PH personalization tactics to include location and seasonal tags	Introduced Location Tag for PICQ SL
	- Increase total points activity	- How can we better leverage PCIQ Content Optimization to increase engagement and financial KPIs	- Use PCIQ Content optimization technology and expand testing categories leveraging insights from 2022 testing results	Introduced Glopro tag in PCIQ SL testing
	- Lift overall campaign engagement and maintain unsubscribe rate	- Are we able to increase engagement & personalization efforts with additional click data that identifies those who have a preference to stay at various brands (luxury, resorts, etc.)?	- Expand PCIQ SL to include language specific strategies to increase open rate	Established CTR for CALA only and CALA + US for METTs and Destination Solo - 1.1% for combined audience Destination Solo - 1.0% for CALA only Destination Solo and combined METT audience
	- Increase CALA revenue from English audiences as well as CALA to CALA revenue	- How can we increase conversion in the English markets to CALA properties?	- Explore Epsilon widget roadmap for additional modules (interactive map) to lift engagement	- Included static map module
	Support Luxury Brands and increase awareness to luxury portfolio	- How can we increase engagement through using the brand propensity model (Expected to be available in 2023)	- Explore additional content types to lift engagement and keep readers engaged including video, animations and GIF content	
			- Expand location tag to include broad regional catch alls and market specific tags	

# Learning Agenda

Q4 2023

Category	Business Objectives	Key Questions	Test/Optimization Opportunity	Actions Taken
Personalization	- Increase relevance and engagement	- Are current markets best suited for ongoing solo inclusion?	- Include point balance within modules to encourage redemption opportunities	- Continually track market level engagement to inform market selection in Dynamic new hotels properties and getaway module
	- Support localization goals & initiatives	- Which localization tactics improve engagement more than others?	- Continue to personalize with nearby hotel listings	- Introduced "Curated for you" headline for poll content
	- Continue to improve engagement by market through targeted content and regionally specific messaging	- Can we optimize clicks by exploring opportunities to leverage third-party click data for US audiences	- Plan to try different opportunities and treatments for poll and to leverage poll responses	
	- Increase all-inclusive database	How can we continue to personalize and tropicalize CALA content?	- Test into personalized catch all CTAs by market	
		- How does seasonality affect cross-border travel?	- Look into using PCIQ Optimization technology on destinations module to personalize destinations based on engagement	
			Personalized nearby hotels with dynamic nearby listings and further away "roadtrip" listings	

# Learning Agenda

Q4 2023

Category	Business Objectives	Key Questions	Test/Optimization Opportunity	Actions Taken
Content	- Activate, educate and grow program loyalty	- What content engages readers more and drives ongoing readership?	- Test headlines, copy and CTAs for point earning messages	- Included South America and The Caribbean catch all CTAs in addition to Around the World
	- Present content that drives conversions	- How can we continue to acknowledge recent stayers and recent enrollment to increase engagement and increase conversion?	- Test creative treatments for mobile app (ex. add button icon), member module, and cross border content	- Included mini module with hero acknowledging recent enrollment
	- Drive mobile app downloads		- Testing search bar in regional and destination solos	
	- Educate members and non-members on brand portfolio and affiliation		- Use PCIQ optimization technology for hero CTA copy	
	- Grow awareness about all-inclusive properties		- Expand catch all CTAs in destination modules and explore other modules	
			- Test poll design and placement	

# CALA Roadmap

2023

	Q1 2023	Q2 2023	Q3 2023	Q4 2023
Email Performance	- Expand SL and PH personalization tactics to include location and seasonal tags	- Explore Epsilon widget roadmap for additional modules (interactive map)	- Use PCIQ Image Optimization technology and expand testing categories leveraging insights from 2022 testing results in the hero	- Look into expanding PCIQ SL to include language specific strategies
				- Explore additional content types to lift engagement and keep readers engaged including video, animations and GIF content
			- Expand location tag to include broad regional catch alls and market specific tags	
	- Use Send Time Optimization technology			
Personalization	- Continue to personalize with nearby hotel listings	- Test into personalized catch all CTAs by market	- Plan to try different opportunities and treatments to for poll and to leverage poll responses (Brand Education)	- Look into using PCIQ Optimization technology on destinations module to personalize destinations based on engagement
				Personalized nearby hotels with dynamic nearby listings and further away "roadtrip" listings
			- Include point balance within modules to encourage redemption opportunities	
Content	- Expand catch all CTAs in destination modules and explore other modules for inclusion	- Use PCIQ optimization technology for hero CTA copy	- Test poll design and placement	- Test search bar in regional and destination solos
			- Test creative treatments for mobile app (ex. add button icon), member module, and cross border content	
			- Test headlines, copy and CTAs for point earning messages	

# Next Steps

1. Schedule time to discuss 2024 learning agenda items
2. Create 2024 roadmap and update quarterly with actions taken

## 2024 Learning Opportunities

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- Continue to track and grow awareness for **all-inclusive content**.
- Test **search bar module** within regional and destination solos to drive booking revenue.
- Enhance targeting with **first- and third-party data** for to avoid list fatigue. Third-party data is available for U.S. audiences only.
- Leverage insights from Uber Eats solos to inform optimization enhancements for **RAPPI** solos.
- Monitor METT unsub rates to maintain **audience health**.
- **Local offers** are a click engagement highlight, as seen in Sept Destination Solo. Placement test local offer module to support click engagement lifts with local, relevant content.



# 2023 Learnings and Insights

## Destinations Solo

- Throughout 2023 **localized content** modules promoted healthy click engagement. Local offers showcased 15% off family resorts, up to 20% off local food and beverage and regional getaways.
- Aug Loyalty's '**a hotel for every zodiac**' hero captured 77% of total unique clicks indicating relevant, click-able content can help increase click engagement.
- **App downloads** and conversions increased MoM with the introduction of copy and creative focused on App features. Mobile key copy received the most clicks.
- '**Direct**' and '**Authority**' were the top performing PCIQ tags year to date.
- **High performing markets** (Mexico, Panama, Aruba, Caribbean) boost CTR and contribute to bookings and revenues each quarter.
- Monitor markets with **high deliveries, low bookings** (Colombia and Brazil).

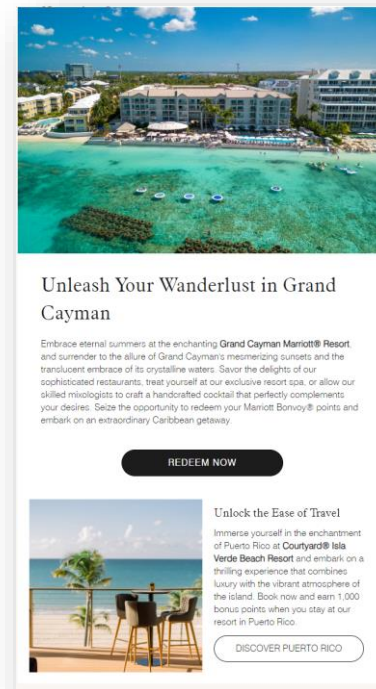


*Aug Loyalty CALA*

# 2023 Learnings and Insights

## METT Campaigns

- **Summer travel content** in METT emails resonated with US & CALA audiences.
- Seasonal **subject lines** included in METTs drove engagement. For example, January New Year campaign messaging.
- **Point redemption** messaging within July METT generated strong performance.



July METT Highest CTR  
CALA\_CAR\_Points\_Eng\_2023Jul28

# Actionable Insights

# Actional Insights

- Refresh remaining Q4 regional solo data (Off-folio, Project Silk and Loyalty) once contact history updates become available.
- With a full year of data, recalibrate engagement goals to align with Destination Solo and METTs performance.
- Continue leveraging CALA markets as grouped segments to measure regional engagements.
- Monitor unsub rate trends and compare to overall Bonvoy patterns.
- Capture mobile app engagement for Destination and regional solos for full performance data. Mobile tracking through Dec 2023 should be refreshed once available.
- Monitor lux markets' click activity to booking conversion activity doesn't convert into bookings and revenue outside of US lux market in Q4.
- Continue brand features (like City Express which generated 26% of CALA Q4 bookings) to boost CALA's % of bookings and room night contributions.
- Developing dynamic versioning for those enrolled in RAPPI (Earn Now), not enrolled (Link Account) and non-members (Join & Link) (as seen in Eat Around Town October LTO) to ensure calls to action are relevant to audiences at there ongoing awareness around the partnership and app.

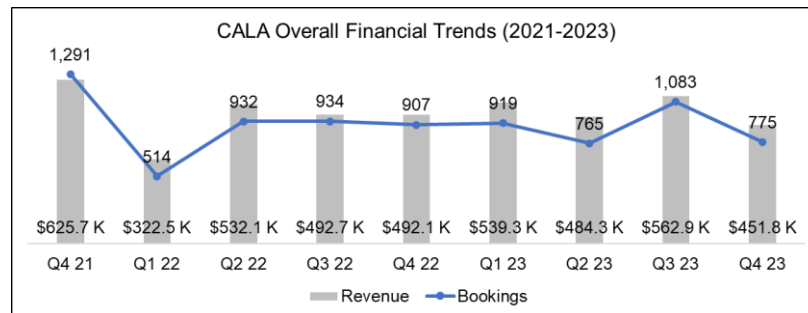
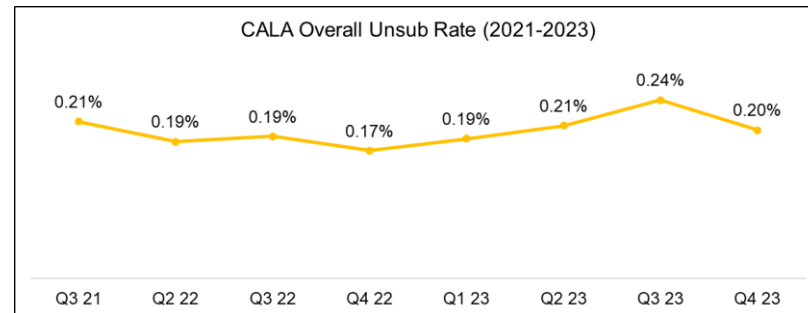
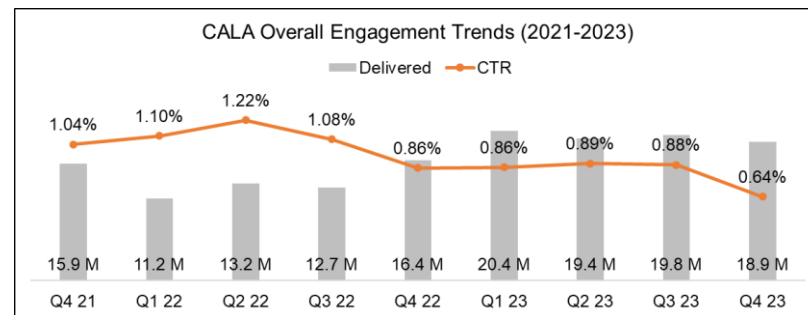
Thank you!

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# Appendix

# Quarterly Engagement Trends



# Nov '23 CALA

## Dest Solo:

### Click Maps

November 2023 Luxury	Member	Non-Member	Total
Header	17.4%	29.6%	17.5%
Hero 3-Pack	28.2%	11.1%	28.0%
Holiday Experiences	2.6%	3.7%	2.6%
Openings	20.3%	3.7%	20.1%
Residences	5.8%	7.4%	5.8%
5-Pack	17.0%	7.4%	16.9%
Ritz Reserve Evergreen	2.7%	3.7%	2.7%
The Ritz-Carlton Yacht Collection	3.1%	0.0%	3.1%
Footer	2.8%	33.3%	3.2%
Total Clicks	1,919	27	1,946

November 2023 Non-Luxury	Member	Non-Member	Total
Header	22.6%	22.9%	22.6%
Upcomming Stay/Recent Trip	1.7%	1.2%	1.6%
Hero	10.4%	7.6%	9.8%
Cyber Week	12.8%	4.4%	11.1%
5 Navigation Pack	24.1%	18.8%	23.0%
What's Happening Near You?	3.9%	4.3%	4.0%
All-Inclusive	3.2%	2.4%	3.1%
Openings	3.3%	5.6%	3.8%
Cobrand	1.4%	1.0%	1.3%
Traveler	1.7%	2.2%	1.8%
Mobile App	1.3%	1.9%	1.4%
Footer	13.7%	27.8%	16.5%
Total Clicks	14,357	3,642	17,999



# 2023 Destinations Solo: Performance Summary

Destination Solo	Jan '23	Feb '23	Mar '23	Q1 '23	Apr '23	May '23	Jun '23	Q2 '23	Jul '23	Aug '23	Sept '23	Q3 '23	Oct '23	Nov '23	Dec '23	Q4 '23	YTD
Delivered	1.2 M	1.3 M	1.3 M	3.7 M	1.0 M	1.3 M	1.1 M	3.4 M	1.3 M	1.4 M	1.2 M	4.0 M	1.4 M	2.0 M	2.1 M	5.5 M	16.8 M
Clicks	15.5 K	21.2 K	11.2 K	47.9 K	11.0 K	13.5 K	11.3 K	35.9 K	8.0 K	11.5 K	4.2 K	23.7 K	8.4 K	11.7 K	13.8 K	33.9 K	142.4 K
CTR	1.32%	1.63%	0.89%	1.28%	1.11%	1.05%	1.00%	1.05%	0.61%	0.81%	0.30%	0.60%	0.60%	0.59%	0.66%	0.62%	0.85%
Unsub Rate	0.20%	0.17%	0.20%	0.19%	0.18%	0.27%	0.28%	0.25%	0.20%	0.26%	0.17%	0.21%	0.22%	0.21%	0.20%	0.21%	0.21%
Bookings	40	110	37	187	29	63	34	126	57	58	46	161	85	115	76	276	758
Room Nights	104	265	82	451	76	198	116	390	165	156	116	437	242	365	247	854	2,2 K
Revenue	\$18.9 K	\$65.7 K	\$17.2 K	\$101.8 K	\$14.1 K	\$57.6 K	\$32.2 K	\$103.8 K	\$28.5 K	\$38.0 K	\$20.0 K	\$86.5 K	\$47.2 K	\$74.8 K	\$53.8 K	\$175.7 K	\$472.6 K
Conversion	0.26%	0.52%	0.33%	0.39%	1.42%	0.47%	0.30%	0.35%	0.71%	0.50%	1.10%	0.68%	1.02%	0.99%	0.55%	0.82%	0.53%
% Rev. to CALA	34.1%	28.6%	40.8%	30.6%	47.4%	70.8%	57.3%	63.4%	45.5%	69.4%	39.2%	54.6%	27.5%	20.7%	27.0%	24.6%	39.0%
% Bkgs. To CALA	30.0%	20.9%	34.2%	23.8%	48.4%	46.9%	63.9%	51.9%	54.4%	40.0%	50.0%	47.9%	31.0%	38.2%	38.2%	35.9%	36.4%

# YTD 2023 METT Performance Summary

METTs	Jan '23	Feb '23	Mar '23	Q1 2023	Apr '23	May '23	Jun '23	Q2 2023	Jul '23	Aug '23	Sept '23	Q3 2023	Oct '23	Nov '23	Dec '23	Q4 2023	YTD
Delivered	599.3 K	533.5 K	1.2 M	2.3 M	681.3 K	579.5 K	1.7 M	3.0 M	1.5 M	1.2 M	1.4 M	4.2 M	501.0 K	1.2 M	363.9 K	2.1 M	11.5 M
Clicks	5.3 K	2.9 K	7.9 K	16.1 K	3.6 K	10.1 K	15.4 K	29.0 K	20.5 K	11.4 K	11.8 K	43.7 K	3.2 K	6.9 K	4.1 K	14.2 K	103.0 K
CTR	0.9%	0.5%	0.7%	0.7%	0.5%	1.7%	0.9%	1.0%	1.3%	0.9%	0.8%	1.1%	0.6%	0.6%	1.1%	0.7%	0.9%
Unsub Rate	0.13%	0.11%	0.16%	0.14%	0.19%	0.32%	0.54%	0.41%	0.53%	0.55%	0.43%	0.50%	0.25%	0.33%	0.48%	0.34%	0.38%
Bookings	17	35	57	109	38	62	82	182	111	84	88	283	12	0	6	18	592
Room Nights	47	98	131	276	107	177	219	503	331	209	204	744	30	0	12	42	1.6 K
Revenue	\$14.8 K	\$20.5 K	\$54.2 K	\$89.6 K	\$15.5 K	\$77.4 K	\$42.7 K	\$135.6 K	\$77.7 K	\$48.0 K	\$72.6 K	\$198.2 K	\$4.8 K	\$0 K	\$3.9 K	\$8.7 K	\$432.1 K
Conversion	0.32%	1.22%	0.72%	0.68%	1.07%	0.61%	0.53%	0.63%	0.54%	0.74%	0.75%	0.65%	0.38%	0.00%	0.15%	0.13%	0.57%
% Rev. to CALA	58.0%	34.8%	75.7%	54.6%	59.5%	59.9%	40.6%	53.8%	37.0%	60.6%	62.7%	52.2%	15.5%	0.0%	79.7%	44.3%	51.6%

# Destinations Solo: Targeting Definitions

Non-Luxury	
Code	Definition
Grand Cayman	Members and non-members who reside in United States OR Canada OR CALA with an English language preference who have had one or more stays in the past 36 months in Grand Cayman
Dominican Republic	Members and non-members who reside in United States OR Canada OR CALA with an English language preference who have had one or more stays in the past 36 months in Dominican Republic
Aruba	Members and non-members who reside in United States OR Canada OR CALA with an English language preference who have had one or more stays in the past 36 months in Aruba
Mexico ENG	Members and non-members who reside in United States OR Canada OR CALA (exclude Mexico) with an English language preference who have had one or more stays in the past 36 months in Mexico
Mexico	Members and non-members with a Spanish language preference and reside in Mexico
Mexico US	Members and non-members with a Spanish language preference who reside in the US
Colombia	Members and non-members with a Spanish language preference and reside in Colombia
Panama	Members and non-members with a Spanish language preference and reside in Panama
Chile	Members and non-members with a Spanish language preference and reside in Chile
Paraguay	Members and non-members with a Spanish language preference and reside in Paraguay and Uruguay
Brazil	Members and non-members with a Portuguese language preference who reside in Brazil

Luxury	
Code	Definition
Caribbean Lux	Members and non-members with luxury preference criteria (L1, L2A, L2B, and L3) who reside in United States with an English language preference who have had one or more stays in the past 32 months in the Caribbean
Mexico ENG Lux	Members and non-members with luxury preference criteria (L1, L2A, L2B, and L3) who reside in United States with an English language preference who have had one or more stays in the past 32 months in Mexico
Mexico Local ENG Lux	Members and non-members with luxury preference criteria (L1, L2A, L2B, and L3) who reside in Mexico with an English language preference who have had one or more stays in the past 32 months in Mexico
Mexico SPA Lux	Members and non-members with luxury preference criteria (L1, L2A, L2B, and L3) who reside in United States with a Spanish language preference who have had one or more stays in the past 32 months in Mexico
Mexico Local SPA Lux	Members and non-members with luxury preference criteria (L1, L2A, L2B, and L3) who reside in Mexico with a Spanish language preference who have had one or more stays in the past 32 months in Mexico

# 1<sup>st</sup> Party Data Examples

This data is available for all audience members who've engaged in relevant behavior with Marriott Bonvoy.

Profile	Analytical	Transaction	Interaction
<ul style="list-style-type: none"> <li>Contact (e.g., Email, Continent, Region, Country, City, Zip)</li> <li>Loyalty (e.g., Level, Point Balance, Lifetime Status, Timeshare Owner, Enrollment Data/Channel etc.)</li> <li>Demographic (e.g., Gender, Birth Generation, Company)</li> <li>Cobrand (e.g., Issuer, Card Product)</li> <li>Communication Preferences (e.g., Email, Postal, SMS)</li> <li>On-property personalization consent</li> <li>Account linkages (e.g., Uber, WeChat)</li> </ul>	<ul style="list-style-type: none"> <li>CoVID Resilience (Epsilon)</li> <li>Share of Wallet (Epsilon)</li> <li>Switchability (Epsilon)</li> <li>Top Brand (category)</li> <li>Luxury segmentation</li> <li>HVT priority segments</li> <li>Max ADR (\$, Brand, Date)</li> <li>Silk RFM Model Score by Country</li> </ul>	<ul style="list-style-type: none"> <li>Hotel Stay (Bookings, Channel, Brand Tier, Hotel Type, Rate type, Int'l/Dom)</li> <li>Room Nights (Paid, Redeemed, Business, Leisure)</li> <li>Room Spend</li> <li>F&amp;B Spend (Folio*, EAT, Uber EATS)</li> <li>Spa Spend; Golf Spend</li> <li>Card Spend (Lodging, Retail, Airlines)</li> <li>Uber spend</li> <li>Tours &amp; Act (via Point Transactions)</li> <li>HVMI (via Point Transactions)</li> <li>RTR ingestion- better reservation linkage</li> <li>Project Silk (Total Check, Eligible Earn &amp; Redeem Spend)</li> <li>Club Marriott (in total F&amp;B spend in summary)</li> </ul>	<ul style="list-style-type: none"> <li>Channels (App, Desktop Web, Mobile Web)</li> <li>App Devices (iOS/Android/Win)</li> <li>Visits (Site Sections, Traffic Source, Session length)</li> <li>Marketing Emails (Campaign Sends, Clicks, Opens)</li> <li>Transactional Emails (Confirmation, Pre-Arrival)</li> <li>Push Messages</li> </ul>

# Available 3<sup>rd</sup> Party Attributes

(U.S. audiences only)

Attributes below can be applied individually (e.g. “include parents, and people who have pets”) or combined to refine audience (e.g. “parents who have pets”)

Opportunity Segments	<u>Switchability</u>	Share of Wallet	Attributes & Behaviors	
<ul style="list-style-type: none"><li>• OTA Loyalists</li><li>• Home Rental Enthusiasts</li><li>• Avid Travelers</li><li>• Inclined to Stay with Competition</li><li>• Marriott Elites with Competition</li><li>• Big Ticket Per Spend</li><li>• Low Hotel Spenders</li><li>• Low Lodging Spenders</li><li>• Cost Conscious Frequent Travelers</li></ul>	<ul style="list-style-type: none"><li>• What is the potential to capture more of customer’s non-Marriott lodging spend?</li><li>• High</li><li>• Medium</li><li>• Low</li></ul>	<ul style="list-style-type: none"><li>• % of total travel spend given to Marriott</li></ul>	<ul style="list-style-type: none"><li>• Parents / people with kids</li><li>• Credit Card Spend categories</li><li>• Retail Shoppers</li><li>• Pet Owners</li><li>• Sports Fans or Participants</li><li>• Recent Travelers (not necessarily with Marriott)</li><li>• People who take cruises</li><li>• People who make charitable donations</li><li>• History of Vacation Home Rentals (beyond Marriott)</li><li>• Ride Share Users</li></ul>	<ul style="list-style-type: none"><li>• Casino &amp; Gambling Fan</li><li>• Spend with Competitive Brands</li><li>• Niche Interests &amp; Hobbies</li><li>• Timeshare Owners</li><li>• Food Enthusiasts</li><li>• Early tech adopters</li><li>• International Travelers (Beyond Marriott)</li><li>• Leisure Travelers</li><li>• Business Travelers</li><li>• Affluent / luxury preferences or high net worth</li><li>• Value/Bargain Shoppers</li></ul>
<i>*See slide 19 for details</i>			<i>*See Appendix for details and more options</i>	